

**IC STAFF**  
**Routing Slip**

TO:	ACTION	COORD	INFO
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EA-D/ICS			3
SA-D/ICS			X
SA-D/ICS-EP			X
CIPC			X
LL			X
PPS			X
PBS			X
COMIREX			X
SIGINT			X
HUMINT			X
MASINT			X
CCISCMS			X
FIPC			X
IHC			X
SECRETARIAT			X
FLC			X
AS			X
REGISTRY			
DDCI			
SUSPENSE: _____ Date			
REMARKS: As mentioned at Thursday's staff meeting			

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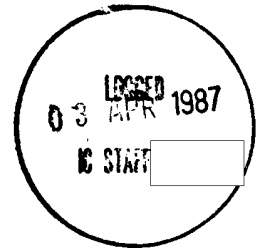
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ASSISTANT SECRETARY OF STATE  
WASHINGTON

March 26, 1987



MEMORANDUM TO: Distribution  
FROM: INR - Morton *W. Abramowitz*  
SUBJECT: State Department Intelligence Council and  
State Intelligence Officers (SIOs)

*LIA 4-2-SR*

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The demands of day-to-day intelligence analysis often draw our attention away from larger issues and long-run trends. Often, too, an intelligence agency will become wedded to a particular point of view because only one set of people within the agency are analyzing the issue.

Creation of the SIOs

To try to deal with these problems, I have created the position of State Intelligence Officer (SIO). The SIOs will be partial analogs to the National Intelligence Officers (NIOs) at CIA and the Defense Intelligence Officers (DIOs) at DIA. Together the SIOs will compose a departmental intelligence advisory body which I will chair.

The major task of the SIOs will be to write and publish their own analysis. While they will have access to our analytical offices, they will have no supervisory responsibility for them. The SIOs are, in a sense, off line. Their duties are detailed in the attachment.

Recruitment and Start-Up

I envision that initially there shall be 4-7 SIOs, depending upon the availability of qualified personnel. We will draw the initial SIOs from several sources:

o Senior INR Officers temporarily reassigned from their current roles.

o Senior Foreign Service Officers assigned on one year "short tours."

o Academic Experts of recognized standing, on schedule B.

o Other Senior Intelligence Community People.

In all cases there will be a "sunset" provision so that no SIO serves more than 24 months.

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Please share this memorandum with your staffs. Officers interested in serving as a State Intelligence Officer should contact DAS Richard Clarke or INR/EX Director Robert MacCallum.

Our goal is to have the Council staffed by this Fall. Once it begins operations, the SIOs will want to consult with many of you to establish lines of communication and to learn what issues you believe deserve their attention.

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## State Department Intelligence Council

This is a concept paper for the State Department Intelligence Council (SDIC) composed of several Senior State Intelligence Officers (SSIO).

### Purpose

As CIA and DIA have recognized with the creation of the National Intelligence Officers (NIOs) and the Defense Intelligence Officers (DIOs), it is valuable to separate those charged with the production of day-to-day current intelligence and analysis from those with a broader mandate to think of how intelligence can be useful in describing major trends of importance to the USG.

The SDIC collectively and the SSIOs individually would have access to all-source intelligence. Their charge would be to identify areas in which insufficient analytical attention is being devoted, to develop conceptual and creative approaches, and to undertake special projects requiring the experience and rank of senior officers. They would create analysis on their own and would propose and critique analysis done by existing staffs. They would, in part, focus on cross-cutting issues that are not now adequately addressed because they do not fall neatly into the charge of existing analytical offices.

### Responsibilities

(1) Drawing on all-source intelligence, to develop analysis of trends of policy relevance, particularly those in the mid-to long-term;

(2) To review the production of the Bureau, Department, and Intelligence Community to assure that both collection and analytical assets are being sufficiently devoted to emerging issues; and to insure that adequate quality control is being exercised on the analysis of those issues;

(3) To consult with the National Intelligence Officers and Defense Intelligence Officers;

(4) To develop and maintain communications with non-governmental sources of intelligence, such as the academic, business, and journalistic communities;

(5) To develop and present briefings to senior officials of the US and foreign governments, Congress, and the public;

(6) To conduct or assist other elements of the Department or USG in conducting special projects of unique sensitivity or importance.

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### Composition

The Intelligence Council would be chaired by the Assistant Secretary of State for Intelligence and Research. It would be composed of approximately 4-6 senior officers drawn from the Senior Foreign Service, the Senior Executive Service, and the academic world.

The precise portfolios of the SSIOs would vary with the expertise of the personnel available. They would not, however, typically correspond exactly to the portfolios of individual offices. The list below is an example of how the Council might be composed:

- o East-West Relations
- o Technology and Foreign Policy
- o The Islamic World
- o International Security Policy
- o Developing Countries
- o International Finance and Foreign Policy

### Restrictions

The SSIOs would have a limited term of 18-24 months. They would be off-line from the analytical offices and reporting chain. They could provide advice to the analytical office directors and the DASSs, but would not have tasking authority. The analytical offices and the SSIOs could provide each other with drafts of important analyses, but neither would have clearance authority over the other. The Assistant Secretary would approve distribution of the SSIOs' products.